

SECRETDDA 83-0140/11
12 May 1983

MEMORANDUM FOR: Deputy Director for Administration

FROM: Special Support Assistant to the DDA

SUBJECT: Phase IV Long-Range Plan Action Items

REFERENCE: DDA Memo 83-0140/1, 19 January 1983

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1. Per your request, attached is the follow-up report on those issues previously identified in the Phase IV Long-Range Planning exercise as requiring further research and study.

2. The report consists of five papers, each researched in-depth by an MG Officer(s). The researchers, in writing their reports, gave primary consideration to the question of how the Directorate of Administration could improve its support and effectiveness to its various consumers in the Agency in the immediate future and over the longer term. With this objective in mind, several recommendations have been made to change some of the ways we currently carry out our responsibilities. Some of the recommended changes can be implemented without great delay while others require further study and evaluation.

3. Listed below are the subjects researched, and a brief synopsis of each paper, along with a recommendation by this Office. Complete reports with the name of the researcher(s) are attached as Tabs A, B, C, D and E:

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A. OVERSEAS REGIONAL SUPPORT BASES: (RSB):

In principle, it is recommended that overseas support bases be established to meet the needs of the DDO. The paper outlines why the regional support concept would be more effective in providing required support than a centralized, Headquarters-oriented system. Also discussed is the proposed organization of an RSB, some suggested locations and an approximate cost estimate.

SSA/DDA RECOMMENDATION:

The regional support concept is one, which if implemented and structured properly, is definitely worth consideration on a selected basis. The location and manning of such a base should meet the criteria as established in the paper, but also should be prepared to initially serve a geographic region that currently has limited support facilities available, i.e., Latin America or Africa. Such a concept would allow rapid response to crises, and would certainly improve the overall effectiveness of the DDA's support efforts to the field. If we were to embark on establishing a regional support facility, we would have the luxury of being able to correct some of the organizational deficiencies that are perceived to exist in the Regional Support structure [redacted] 25X1

For example, we would recommend that any future regional support base(s) have a clear management command line which would encompass all Agency elements represented. We would have all DDA and Ops supporting personnel reporting to the Chief of the Support Facility as opposed to having some Units reporting directly to their parent services at Headquarters. This would result in less command infrastructure and thereby less personnel in the specific disciplines. It would also greatly enhance management control and our ability to respond rapidly to changing field requirements and crises. While the paper did propose [redacted] a possible site for a Latin American regional base, it is my opinion that the present structure at the [redacted] would provide the perfect infrastructure to begin a regional support apparatus for Latin America. As it would be located in CONUS, it would not be constrained by overseas positions and ceiling. If the decision were made to further explore the practicalities of this concept, I would recommend we begin with a facility serving Latin America and it be established [redacted] 25X1

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B. DESIGNATING THE AGENCY AS A FOREIGN AFFAIRS AGENCY:

The writer goes into some detail regarding the advantages and disadvantages of designating the Agency as a Foreign Affairs agency. The difference between (a) full membership and (b) limited membership in the foreign service personnel system is also explained along with a discussion of the impact full membership would have on our organization. The writer concludes that everything considered, it is probably to the Agency's advantage to become a "full member" of the foreign service community, although great caution must be exercised to insure that the Agency retains its identity as an intelligence organization, and have the flexibility to effectively carry out its mission.

SSA/DDA RECOMMENDATION:

It is our conclusion that the disadvantages of designating the Agency as a Foreign Affairs Agency outweigh the stated advantages. In particular, I feel that the Agency would lose its freedom of action if it were to assume the role demanded by full membership as a Foreign Affairs Agency. We must have the flexibility to respond to our unique and rapidly changing requirements and should not be constrained by having to comply with community decisions that may impede our mission. Furthermore, I do not believe we would be able to exercise any significant degree of influence as a single voting member, and this reasoning is based in part on the fact that other foreign service community members individually have had little impact on the Department of State in the development of foreign affairs policies, benefits, services, etc.

I believe it is in our best interests to retain our individuality and continue to follow, adopt and adapt to those changes within the Foreign Affairs Community which suit our particular needs.

C. DA LIAISON FOR INTERAGENCY ADMINISTRATIVE COORDINATION:

The writer carefully examines the question of whether an expanded administrative liaison effort would enhance the Agency's overall administrative posture in terms of internal improvements and in our relationships with

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Congress and other U.S. Government agencies. He concludes that because the extent of effort necessary to develop liaison with other foreign affairs agencies is not clearly evident, the SSA/DDA State Liaison Officer role should be expanded to include increased contacts with officials of other government agencies.

In regard to congressional liaison, the writer recommends that a new SIS level position be established for this purpose. The incumbent of this position would conduct administrative liaison with Congress on behalf of the Agency.

This recommendation is based primarily on the favorable experience the Department of State has had in its administrative liaison set-up with Congress. The Department currently has two senior officers designated as congressional liaison officers.

As envisioned by the writer, the Agency congressional liaison officer would be directly responsible to the DDA, but would work closely with the Legislative Liaison Division of the Office of External Affairs.

SSA/DDA RECOMMENDATION:

This study began as a review of the interagency coordination process and ended up with a conclusion that perhaps we need to place primary emphasis on improving our legislative liaison capability. The Office of the SSA/DDA currently sits astride most of the interagency administrative bodies that affect overseas allowances, and we deal effectively and directly with those components within the Agency responsible for implementing decisions resulting from these interagency actions. While there are some improvements that can be made within the structure of the Agency relative to travel and related benefits, I don't feel this is the time to propose any reorganizational schemes that may affect components within and without the DDA. The secondary issue of congressional liaison is one that I feel unfortunately involves the question of intra-agency "turf". The Legislative Liaison Division currently holds the charter for all legislative efforts. It is the perception of this Office that our efforts can be characterized as falling primarily into three areas. First, those issues dealing with intelligence and

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operations matters, i.e., identities legislation, FOIA, Privacy Act, etc. Secondly, those issues affecting all Agency personnel such as retirement, pay, insurance, etc., and finally, those issues primarily affecting the foreign service element of the Agency and its related overseas benefits. It appears that the intelligence issues as stated above receive more than appropriate attention within the Agency, but that those issues affecting the general populace as well as those specifically affecting the overseas service, could receive closer scrutiny. In all probability, the latter results from a lack of broad breadth administrative familiarity and expertise within the Legislative Liaison Division and/or as a result of the sheer volume of attempting to monitor such broad subject issues. Obviously the best solution would be to have a DDA careerist, reporting to the DDA, in a legislative liaison capacity to monitor and follow-up on the administrative issues described above. Based on the "turf" question, the best probable solution would be to detail another DDA officer to the Legislative Liaison Division to specifically monitor administrative legislation. This individual would report to the Chief, Legislative Liaison Division and the DDA. A secondary measure could involve the detailing of a DDA officer to the Department of State to work within the Department's congressional liaison group with emphasis on legislation affecting overseas service. Both of these are worth further evaluation. In any event, in resolving the extent of the Agency's role in congressional liaison vis-a-vis administrative issues, the Agency must be prepared to take a more anticipatory posture as opposed to our reactive stance(s) of the past. We must be prepared to meet these issues early on in the legislative process rather than attempting to scurry around to marshal our forces when the issue is all but implemented in law.

D. INCREASED OVERSEAS EXPERIENCES FOR DA OFFICERS:

This paper considers possibilities for increased overseas experiences for DA officers. Placing DA officers in State administrative positions overseas and in DDO junior Ops Officer positions at Headquarters is considered by the author, but not recommended, except perhaps in special situations. Alternatively he recommends the expanded use of temporary assignment of DDA officers to the Headquarters support staffs of DDO Area Divisions (and other overseas-oriented offices) and the increased use of

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DA officers for support-related TDY assignments overseas. Finally, it is strongly recommended that the DDA/CMO and DA individual office CMO's maintain formal lists of personnel interested in (and considered capable of) overseas TDY and PCS assignments.

SSA/DDA RECOMMENDATION:

Given the constraints of overseas slotting and the reduced posture of the DDA overseas, we see little opportunity to grant across-the-board overseas experience to DA officers other than as recommended by the proposals contained in the issue paper. It is recognized that these recommendations are very limited relative to achieving the objective of increasing DDA overseas experience. However, it is obvious that an additional way to establish a directorate-wide program would be through the initiation of the regional support concept whereby all DDA disciplines would have direct access for the opportunity for overseas experiences. We have examined and attempted rotational assignments in the past and found that these have been less than satisfactory, as a continuous program to develop young DDA careerists. We are actively working the with Directorate of Operations to reestablish DA positions as DO presence increases overseas and to utilize these junior admin positions to expand the DDA presence overseas.

E. CONSOLIDATED ANNUAL DA REPORTING FOR OVERSEAS STATION:

A review of annual DA reports generated by field stations indicates that many, but certainly not all, could be consolidated into one annual field report and submitted at a time when it would have the least disruptive impact on field operations and personnel rotation. The researchers suggested that initially only a small number of annual reports be consolidated into one annual report with others added as the acceptability and utility of this approach is verified. It was also pointed out that CRAFT and other data management systems would likely impact on the way reports are submitted to Headquarters in the future.

SSA/DDA RECOMMENDATION:

This subject matter is currently in the midst of review by a number of concerned Agency components. While most emphasis is on a short-term solution, we believe that

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the CRAFT system will eventually provide the long-term solution to overseas paper reduction. However, in the interim, it will be worthwhile to initiate a pilot program whereby we shall select six field stations of varying sizes and monitor all of their administrative correspondence during FY-84 to determine if the volume, content and frequency of the reports is meeting consumer needs. We would also explore the feasibility of incorporating most, if not all, of the information into an annual consolidated report.



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Atts:

As stated

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